



HUMAN RESOURCES STRATEGY: 2007

Background

The RSAMD is a Conservatoire of international standing dedicated to the promotion of excellence in education in music and drama. The aim of this Human Resources Strategy is to provide the Academy with appropriate staff at all levels who are recruited, retained, supported and developed so as to ensure that the Academy's mission is delivered.

In July 2003, the RSAMD - as Scotland's Conservatoire - declared itself poised to

- grow in ambition, outlook and reach
- compete in the international marketplace
- expand its repertoire of innovative programmes
- extend even further its contribution to Scotland's communities.

The RSAMD is now well on its way to achieving its aims as follows:

- Becoming truly International
- Central to Scottish Culture and Creativity
- Promoting Innovation
- Providing Excellence and Access.

The Human Resources Strategy will underpin these aims and will play an integral part in the achievement of these aims.

The first steps have been taken with the restructuring of the RSAMD's management structure, to reflect a modern and outward looking ethos, bringing together the managerial skills and specialist expertise to allow the RSAMD to fulfil its aims.

A restructuring of the School of Drama has taken place and the restructuring of the School of Music is planned, to ensure that our mission is best served by the most appropriate, experienced and well developed staff.

Staff development is paramount and staff will be developed professionally as teachers in higher education. We aim to introduce our own teaching practice accreditation, to ensure that our experienced and talented practitioners develop their professional teaching and learning skills.

In addition to this, the new grade of Early Career Lecturer will allow us fully to professionalise and develop staff who have come perhaps from a

performance background rather than an academic background, and do not possess a teaching or higher education qualification. All new appointments to academic posts will be reviewed to assess whether or not they require to attend our own bespoke Postgraduate Certificate in Learning and Teaching. Those appointees who do require this Postgraduate Certificate will have that as a condition of their employment and will attend various modules in order to allow successful and satisfactory completion of this before they progress to the full Lecturer grade.

The research focus of the RSAMD is expanding, with the recruitment of experienced additional research staff. This promotes innovation and commercialisation. There will require to the recruitment of high calibre staff, who can undertake research and contribute to the Research Assessment Exercise.

Overseas recruitment of students will be reflected, not only in increasing recruitment of international academic staff, but also of support staff for student support areas, such as the tuition of English as a foreign language and the international office.

The Bologna agreement will have implications for staffing in that there will be a more international focus on staff and students, with more flexibility in methods of study and staff and student mobility within Europe.

Relationship with the Academy's Strategic Aims

The Human Resources Strategy will ensure successful national and international recruitment of staff to meet the needs of the Academy. The international profile of the RSAMD and the need to recruit and retain internationally renowned staff is of paramount importance.

Focus is on ensuring that the highest level of practitioners are recruited from the international sphere, enhancing the reputation of the RSAMD and enhancing also the student experience.

A recruitment strategy which focuses on international recruitment has already shown that the RSAMD is attractive to international applicants, with a number of international applicants for recent senior posts.

1. Recruitment Strategy

The Academy took the strategic decision to employ a proportionately very high number of part-time teachers who are also active in the professions.

It has the profile therefore of a relatively small number of core teaching staff, a high number of part-time teachers who are active in the professions, with these being complemented by a large number of specialist staff (performers, directors, production specialists etc.).

Before any post is advertised, therefore, a decision is made to agree the person specification and job description. These documents provide a

framework for each individual staff member to be recruited on the basis of a set specification of competencies. The competencies directly relate to the needs and aspirations of the Academy's strategic plan as a performance based institution.

Each individual interviewed is considered against those competencies and the recruitment process often encompasses an interview and a demonstration of professional competencies (by either observed teaching of a class or a demonstration of skills to an invited audience of colleagues/peers).

The recruitment process itself is fair, open and transparent, based on best practice and is underpinned by our commitment to equality and diversity, which is embedded within the Academy.

Performance Target:

- To increase the international recruitment of key staff by 2007
- To increase support for international students by 2007

2. Reward Strategy

In addition to the recruitment strategy, there is a reward strategy to attract the highest calibre of applicant, allowing market forces, as appropriate, to be considered in making the opportunities at the RSAMD attractive to international applicants.

This is underpinned by an equitable system of pay and grading, aligned to the needs of the Conservatoire sector. This strategy will examine promotion criteria and pay progression through achievement of objectives (to be formalised in an Performance Approval system).

There must be sufficient salary and benefits packages available to attract international applicants for key posts.

Performance Target:

- To implement a transparent and equitable system of grading and pay, taking into account pay comparability within the sector by 2007
- To implement a rewards package to attract key performers by 2007
- To implement a rewards package to attract key international staff by 2007
- To increase the number of international staff employed by 2007

3. A modern Pay and Grading structure

The pay and grading structure must be fit for purpose, sufficiently flexible to allow for reward, but also to recompense staff appropriately within the Conservatoire sector.

The approach has been to use the best practice in the sector, to use the principles of the national Framework Agreement, such as a single pay scale and harmonised terms and conditions of service, all underlined by the principles of equality and transparency.

The approach has also been one of engagement of staff in the above process, through consultation.

The pay and grading structure abides by the above principles and also provides policies to underpin the modernisation agenda, such as Performance Improvement, Appraisal, Job Evaluation and flexible working (Family Friendly Policy).

The RSAMD has had every post within the RSAMD evaluated, using the Hay method of job evaluation. This process, together with a subsequent appeals process, has allowed the determination of new staff groupings. These groupings cover both academic and academic support. The only group excluded from the staff groupings were the senior managers of the RSAMD, who are out with these contractual arrangements.

Staff have now been assimilated in to single pay spine salary structure, with offers of transfer to new pay and conditions of service being sent to staff in October 2006. To date over 80% of staff have accepted the new RSAMD contracts.

The final pay structure, whilst being equal pay 'proofed' will offer the necessary incentives to attract and retain the right people within a competitive Conservatoire market.

We currently benchmark RSAMD salaries against equivalent HE institutions, the public sector and UK conservatoires. This benchmarking will allow us to set the salaries accordingly, to retain and attract the right staff and to examine if market supplements are necessary for some specialist posts.

A full examination of the pay and conditions of service for part time staff will be undertaken by the Director of Human Resources, to ensure that the numerous part time staff are integrated into the new pay and grading structure and are not disadvantaged in any way.

Performance Target:

- To implement the National Framework Agreement by 2007
- To examine and regularise the position of part-time hourly paid staff by 2007

- To continue benchmarking salaries to remain competitive- ongoing

4. Increasing the commitment and engagement of staff in the Strategy of the RSAMD by a process of Consultation

A Consultative Forum has been established. The remit of this forum will encompass consultation regarding all matter relating to a modernised pay and grading structure (e.g. staff development and review, pay progression, equal opportunities, working hours, guidelines on recruitment and retention premia etc).

Current consultative methods have been extended to allow all staff to be represented in an Academy wide Consultative Forum. Representatives from staff are nominated by a formal nomination process. Representatives come from a cross section of the RSAMD staff and represent academic, academic support, technical administrative staff and both full time and part time staff.

The Consultative Forum will be consulted on matters such as hours of work, annual leave, flexible working arrangements etc.

The consultation process will allow us to progress to a pay structure with one pay spine, job evaluated grouping on the pay spine and simplified and transparent contracts for both academic and academic support staff.

It will increase staff engagement with the RSAMD's mission and objectives.

Performance Target:

- To increase staff participation in the Consultative process-ongoing
- To increase staff involvement and commitment to the strategic aims of the RSAMD.-ongoing

5. Policy Development

To underpin the modernisation agenda it is important to have in place policies, which reflect best practice in Human Resources.

A revision of existing policies and procedures is underway. Each is being examined to ensure they reflect best practice and are 'equality-proofed'.

To reflect up to date legislation, a Family Friendly Policy has been introduced. This policy summarises all current entitlements under legislation and encourages flexible working arrangements

The Job evaluation policy outlines best practice in this field.

Policies under development, but which have been agreed in principle, are the Performance Improvement policy and the Career Review process. It is

expected that these policies will be finalised in the consultation process and will become part of the conditions of service for all staff as part of the grading and pay restructuring exercise. (Career Review will be linked to the progress from one pay group to another and to accessing additional pay points on a salary scale).

Performance Target:

- To revise existing policies in consultation with staff- ongoing
- To develop new policies as appropriate-ongoing

6. Equality and Access

Equity of pay and salary progression, access to terms and conditions and staff development opportunities are of paramount importance. The revised pay and grading structure is designed to ensure equality of pay and conditions of service.

The Human Resources information system allows us to benchmark equality in the above areas. It will also allow us improved monitoring of existing staff and applicants for posts in respect of gender, ethnicity, race etc.

We will take positive steps to address any area in which the figures show we are not improving in terms of equality. The RSAMD has a well-established Reachability Committee, a commitment to all equality issues, including disability and works very closely with all areas of the RSAMD to ensure equality and dignity at work.

The Human Resources department is currently reviewing and will be updating the Equal Opportunities Policy in consultation with all relevant RSAMD bodies, through the Consultative Forum.

The Human Resources department is also currently undertaking a review of all recruitment procedures and policies, to ensure they are fair and equitable and accessible to all.

Performance Target:

- To improve monitoring of equality/diversity issues-ongoing
- To improve awareness raising of these issues by staff development-ongoing
- To monitor/review recruitment processes- ongoing

7. Development of the Human Resources function.

The Department is now focused on the provision of a professional Human Resources service to all staff, underpinned by best practice in employment.

All new policies and procedures (and revisions of existing ones) will be undertaken with a view to benchmarking these against best practice in the sector and ensuring that they assist the RSAMD with meeting its objective.

The Human Resources information reporting system has been updated to allow accurate, up to the minute statistical data on staff for monitoring purposes. The improved system allows us to streamline administrative procedures and produce fast accurate information to managers on staff in the areas of manpower planning, staff turnover, sickness absence rates etc. This will allow HR to assist managers, deal with any problem issues at an early stage and resolve them at source.

Enhanced manpower planning capabilities will allow us to forward plan succession planning, retirements etc and to align the staff complement to the RSAMD's long and short-term objectives. It will allow us to have the right people with the right skills, in the right place at the right time.

It is imperative that account is taken here of the specialist nature of the RSAMD, functioning as it does within both the national and international arena.

The Academy has a relatively small number of full-time staff, complemented by a large number of part-time specialist staff (lecturers, performers, production specialists etc.) The international profile of the RSAMD and the need to forward plan, recruit and retain internationally renowned staff is of paramount importance and greatly influences the manpower planning process.

The Academy requires to attract staff of the highest calibre in their field. Such staff have a direct effect on the ability of the Academy to attract and retain numbers of highly motivated students.

Additionally, the HR intranet and internet sites will also be revised, to allow us to communicate openly with all staff on a variety of issues for easy access of staff policies and procedures, to expand the general provision of the Human Resources services to staff and to attract the highest standard of external applicants for posts.

Performance Target:

- To improve the performance of the Human Resources Department in terms of response times to enquiries-ongoing
- To improve manpower planning processes to allow more accurate planning of staffing budgets – ongoing

- To improve staff understanding of the role of the Department by running awareness raising sessions-by 2007

8. Staff Development to achieve strategic objectives.

The Academy will develop the existing staff development strategy from the excellent academically-focused staff development scheme (which includes developmental interviews with staff, external peer review and constant evaluation of results).

Staff Development will be re-focused on the achieving the Academy's objectives and these objectives will inform the Departmental objectives, which, in turn, will inform the individual staff members' objectives.

The Career Review process will be monitored and reviewed to ensure that it is effective. It will also be reviewed to ensure that, as far as possible, it is aligned the Academy's existing staff development structure.

A consultant will be asked to lead specific training on the career review process to ensure that all staff are trained within a short period, to allow full implementation of the scheme.

All new appointments to academic posts are now reviewed to assess whether or not they require to attend our own bespoke Postgraduate Certificate in Learning and Teaching (devised by the Staff Development Group, led by Professor Maggie Kinloch, Director of the School of Drama). Those appointees who do require this Postgraduate Certificate will have that as a condition of their employment and will attend various modules in order to allow successful and satisfactory completion of this before they progress to the full Lecturer grade.

All lecturing staff will be offered development in pedagogy by the provision of attendance at the above post graduate qualification and dedicated on the job training.

Developmental training for heads of departments and managers on strategic awareness and management issues (the use of appraisal, performance review etc) will be a priority. Managerial training will also be offered, such as change management skills etc.

The Academy also runs designated staff development days for all the staff throughout the year.

In addition, a constant updating of skills is ongoing for all staff in their professional field, mainly through external providers. The commitment to staff development will be embedded in the new pay and grading structure.

Performance Target:

- To review the Career Review process to ensure that it is effective and that it is aligned the Academy's existing staff development structure by 2007
- To undertake an appraisal of training needs by 2007
- To implement a formal staff development training strategy by 2007
- To run awareness raising sessions for staff and managers on a range of issues, priorities being the management of change, employment law and IT skills by 2007
- To implement the post graduate certificate in higher education for all staff on a rolling programme by 2008